

**Strategic Plan Implementation Grid (Updated for January 15, 2008 - Item O-2)****Key:****Bold/Italics = Identified Focus Strategy 2006-07****Italics = Identified Focus Strategy (2004/05 or 2005/06)****Bold = new/updated text since June 2007 SBE meeting****Goal I. Support high-quality, innovative instruction to improve student achievement****Objective A. All students achieving their full potential**

<b>Strategies</b>	<b>Deputy Assignment</b>	<b>Current Status</b>	<b>Completed On-going Target Date</b>	<b>Notes</b>
<i>1. Gain an understanding of the issues associated with early education in order to develop a position on a coordinated statewide system of early childhood education. (FY 05-06 Focus Strategy)</i>	Program Deputy	H.534 signed into law 06/11/07; <b>Pre-K rules approved for rulemaking process by SBE on 11/20/07;</b>	Ongoing: Early Education Team	
<i>2. Support the implementation of High Schools on the Move principles as the statewide vision for secondary education (FY 04-05 Focus Strategy)</i>	Program Deputy	<b>DOE Leadership Team work on creating a new vision for education in Vermont maximizing the use of technology and distance learning with an emphasis on student competency culminated with adoption of the SBE/DOE's <i>How Are the Children? A Step toward the Transformation of Education in Vermont</i> document on 10/03/07.</b>	Target: 06/07	
<i>3. Analyze performance data at all grade levels to quantify gaps in student performance (based on gender, poverty and ethnicity); then develop recommendations to address any identified gaps.</i>	Program Deputy	<b>NEIREL research and reports: 03/20/07; 05/15/07; 06/19/07; DOE NEIREL staff continue to work on follow-up recommendations;</b>	Target: March, April and June 2007 Reports to SBE	

**Objective B. A statewide accountability system identifying student needs related to achievement**

<b>Strategies</b>	<b>Deputy Assignment</b>	<b>Current Status</b>	<b>Target</b>	<b>Notes</b>
1. Develop and produce grade level assessments for one year of high school in ELA and math	Program Deputy	10/06 Pilot Exams administered; 06-07 NECAP results released 02/06/07; SBE Update at 02/20/07 meeting; <b>NECAP Administration Fall 2007</b>	10/07 Administration	

Strategies	Deputy Assignment	Current Status	Target	Notes
2. Develop and produce a science assessment for three different grade levels	Program Deputy	Spring 07 Pilot Exams conducted; <b>Spring 08 administration on target;</b>	Spring 08 administration	

Objective C. A clear statewide definition of high-quality instruction

**Strategies – Original strategies have either been accomplished or integrated into the ongoing work of the Department.**

Objective D. All schools meeting or exceeding the School Quality Standards

Strategies	Deputy Assignment	Current Status	Target	Notes
1. Establish and support an efficient and effective process for implementing the School Quality Standards	Program Deputy	Revised School Quality Standards adopted 10/18/05 and approved by LCAR on 01/25/06, Revised SQS Rules in effect 02/09/06; <b>Implementation process on hold pending outcomes from Transformation discussions;</b>	Fall 2007	
2. Provide information and training to the field	Program Deputy	SQS rollout meetings held March 9 and 14, 2007; <b>Implementation process on hold pending outcomes from Transformation discussions.</b>	Winter/Spring 2007 information meetings	
3. <i>Develop a long-term plan for implementation of the K-12 expectations for Modern and Classical (non-native) Languages within the Vermont Framework of Standards and Learning Opportunities. (FY 05-06 Focus Strategy)</i>	Commissioner/ Program Deputy	Board adopted goal at its 02/21/06 meeting: “All Vermont children will begin the study of a foreign language in the primary grades (PK-4), and they will meet a minimum of novice middle proficiency by the end of eighth grade. All Vermont school districts will coordinate the foreign language curriculum within their own district from primary grades through high school.” <i>Awaiting committee work and board discussion and recommendation;</i> Ad Hoc Committee established; Committee met with partners and held statewide focus forums during Fall 2005/Winter Board adopted goal statement at 02/21/06 meeting; Study Committee, chaired by Vice Chair, appointed – initial meeting held 09/13/06; Working meetings held 10/5/06, 11/2/06, 12/7/06; 02/01/07; 03/08/07; 03/29/07; Sub-committee working on developing recommendations for consideration by full committee; <b>Committee disbanded.</b>	Target: 06/07;	

Objective E. A sufficient number of well-prepared instructional and support staff for all schools

Strategies	Deputy Assignment	Current Status	Target	Notes
<i>1. In collaboration with the VSBPE, advance regulations that expand options for alternate routes to licensure that produce well-qualified teachers</i>	Commissioner/ Program Deputy	<b>Final proposed revisions approved 05/15/07 - COMPLETED</b>	07/08 Implementation of H.677	
2. Conduct an early-exit survey of a sample of teachers to determine reasons for leaving	Program Deputy	Develop and conduct survey; analyze & report results	06/07 Report to SBE	<b><u>This work is not yet complete</u></b>

## Goal II. Provide and promote high-quality educational leadership

Objective A. State Board of Education members who are well prepared and effective

Strategies	Assignment	Current Status	Target	Notes
<i>1. Ensure members receive appropriate professional development (FY 04-05 Focus Strategy)</i>	SBE	Policy Adopted	Ongoing – SBE may wish to return to this discussion to determine whether some specific professional development is desired in 2008.	
2. Evaluate State Board operations annually	SBE	SBE approved professional development policy at its 12/21/04 meeting - COMPLETED.	Annual	

Objective B. A Department of Education that provides effective leadership

**Strategies – Original strategies have either been accomplished or integrated into the ongoing work of the Department.**

## Objective C. Well-prepared and effective administrators and school board members serving all schools

Strategies	Deputy Assignment	Current Status	Target	Notes
1. Collect, analyze, and provide information about other governance structures that support effective management of schools	Commissioner; Mark Oettinger	05/06 release of governance “white paper”; See goal IV, Objective D, Strategy 5; Thirty-one public engagement meetings completed (see V.D.5); Summary report of the findings of the meetings and survey of Vermonters presented to the SBE at its 06/19/07 meeting; <b>Report required by Act 82 was submitted to the legislative committees and the SBE on December 31, 2007; SBE will discuss the report at its January 15, 2008 meeting.</b>	12/07	
2. <i>Develop, coordinate and improve administrative and educational leadership skills in the state of Vermont by working with the Vermont Educational Leadership Collaborative (VELC). (FY 05-06, 06-07 Focus Strategy)</i>	Commissioner/ Program Deputy	Update at 4/10/07 SBE meeting; VELC continues to meet under Brian O’Regan’s leadership; <b>The Commissioner and SBE Chair will meet with VELC and Vermont Business-Education Alliance on February 6, 2008 and a discussion will follow with the SBE at its February meeting.</b>	Target: 06/07;	
3. <i>Enhance SBE decision-making through two-way communication with educational leadership organizations, school boards, legislative education committees, parents, home study groups, and post-secondary education institutions. (FY05-06 Focus Strategy)</i>	Commissioner	Monthly Board Report developed and distributed; Visitor Time established on monthly Board agenda; Focus Strategies updated on a regular basis; Parent participation at 10/16/07 SBE forum;	Monthly Update	

## Goal III. Promote safe and positive learning environments

## Objective A. All schools supporting the needs of a diverse student and staff population

<b>Strategies – Original strategies have either been accomplished or integrated into the ongoing work of the Department.</b>
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## Objective B. All schools working with other organizations and parents to improve and maintain student well-being

Strategies	Deputy Assignment	Current Status	Target	Notes
1. Create a parent advisory council to provide input to the commissioner	Program Deputy	<b>Parent participation at 10/16/07 SBE forum; A plan for additional parent outreach is currently being developed and will be presented to the SBE at the February 08 meeting.</b>	Target: 09/30/07	

Objective C. School facilities that provide a safe and productive learning environment

**Strategies – Original strategies have either been accomplished or integrated into the ongoing work of the Department.**

Objective D. All schools with an effective comprehensive plan that addresses student behavior

**Strategies – Original strategies have either been accomplished or integrated into the ongoing work of the Department.**

#### Goal IV. Build department capacity to best support external needs

Objective A. A positive and effective working environment for all department employees

Strategies	Deputy Assignment	Current Status	Target	Notes
1. Combine Berlin and Montpelier DOE locations	Commissioner	Regular ongoing discussions with the Administration and the Commissioner of Buildings and General Services; <b>Staff being moved to new Route 302, Berlin, location in April 08. Staff at the existing Berlin location is being moved to 120 State Street in an effort to better organize for work on the transformation. The goal of combining all staff at one site is not expected to be achieved in the near future but is still a priority.</b>	2009	

Objective B. A State Board of Education annual budget that adequately supports the Strategic Plan

Strategies	Deputy Assignment	Current Status	Target	Notes
1. SBE will: <ul style="list-style-type: none"> <li>Review the budgeting process annually</li> <li>Review the proposed annual budget at its August meeting</li> <li><i>Allocate and prioritize budget initiatives (FY 04-05 Focus Strategy)</i></li> <li>Recommend a final budget by its October meeting</li> <li>Advocate for the budget as needed</li> </ul>	Bill T	Annual budget development process in place, beginning in August of each year.	Annually by October SBE meeting	

Objective C. Department of Education staff that has the knowledge and skills to carry out its responsibilities

**Strategies – Original strategies have either been accomplished or integrated into the ongoing work of the Department.**

Objective D. A Department of Education communications strategy that supports the vision of the Board and department

Strategies	Deputy Assignment	Current Status	Target	Notes
1. Establish a communications strategy that will: <ul style="list-style-type: none"> <li>Clearly define department roles and responsibilities</li> <li>Share communications with staff and external stakeholders</li> <li>Develop and promote Web-based tools for communication with diverse audiences using varied access to technology</li> <li>Develop and sustain a well informed, positive relationship with media</li> </ul>	Commissioner	<ul style="list-style-type: none"> <li>Ongoing efforts to enhance communications – see II.C.3</li> <li>Rebuilt and revised the DOE Internal Web site to better serve DOE staff.</li> <li>Since January 2007, the Weekly Field Memo has been generated and distributed to the Field to streamline communications. This has received overwhelmingly positive field feedback.</li> <li>Teacher Recognition and Student Recognition events have been held and will continue.</li> <li>DOE use of External Web site continues to improve and Web Manager is exploring other tools (PDF forms, etc) to better utilize the Web site. DOE contacts for the Web site have been named in each team to better enable responsibility and use of team Web pages.</li> <li>Media relations continue successfully and Communications Director is being trained in data management (EDW, Excel, etc.) to better respond to data inquiries.</li> </ul>	Continuous	

Objective E. Vermont statutes and State Board regulations that enable improvements in our education system

Strategies	Deputy Assignment	Current Status	Target	Notes
1. Review and revise Title 16 and other education-related statutes and State Board regulations	Commissioner; Mark Oettinger	Preliminary discussions held to begin this work; <b>Recommendations for some changes are likely to be developed as a result of our work on the transformation of education.</b>	12/08	

Objective F. A State Board of Education with clearly communicated roles and responsibilities

Strategies	Deputy Assignment	Current Status	Target	Notes
1. Review and update Roles and Responsibilities at least annually	SBE; Commissioner		Annual August SBE Planning Meeting	

**Goal V. Practice and promote effective use of all resources**

Objective A. A Department of Education with effective and efficient operations

Strategies	Deputy Assignment	Current Status	Target	Notes
1. Create a unified and efficient electronic grant and contracting process	Bill T; Program Deputy	Working with other State agencies as part of SEI; DOE lead agency on this Statewide project; Vendor selected;	Target: <b>06/08</b>	

Objective B. Department of Education resources that are aligned with the mission and goals

Strategies	Deputy Assignment	Current Status	Target	Notes
1. Regularly review the mission and organization of the department	Commissioner; LTeam	Annual review based on the strategic plan and SBE focus strategies; Quarterly Department-wide meetings held to discuss and update progress on Strategic Plan; 04/09/07 – staff participated in an education governance discussion; <b><u>Next Dept-wide meeting scheduled for 02/11/08</u></b>	Ongoing	

Objective C. Technology that improves the efficiency and effectiveness of the department

Strategies	Deputy Assignment	Current Status	Target	Notes
1. Expand the capacity to collect and report data electronically, including/ implementation of statewide student information system	Bill T	Student information system/data warehouse tool integrated into DOE system – operational and available for use by schools;	COMPLETED 11/06	

## Objective D. Cost-effective, high-quality delivery models for all students

Strategies	Deputy Assignment	Current Status	Target	Notes
1. Poll the field for interest in creating a statewide calendar and common class time	Commissioner; Program Deputy, L-Team	Report sent to Senate Education Committee in response to their request; <b>H.15 signed into law (Act 31 Of 2007); Initial committee meeting held by 07/11/07; Committee held statewide forums during Fall 2007; Committee's current recommendation is to not submit a calendar to the SBE for its consideration but to engage in further discussion with the Legislative Committees.</b>	03/31/08	
2. <i>Develop options/models of technology integration to improve the delivery of high quality instruction to serve all students; Develop options/models for distance learning to improve the delivery of high quality instruction to serve all students.</i>	Commissioner; Program Deputy	DOE Leadership Team work on creating a new vision for education in Vermont maximizing the use of technology and distance learning with an emphasis on student competency culminated with adoption of the SBE/DOE's <i>How Are the Children? A Step toward the Transformation of Education in Vermont</i> document on 10/03/07.	Target: 06/07	
3. Revise existing and develop new benchmarks, reports and other indicators useful for assessing the efficiency of school districts	Commissioner, Bill T	Continue to implement recommendations of Cost Containment Study	Target: Ongoing	
4. Revise school accounting handbook to establish consistent accounting of district revenues and expenditures statewide	Bill T	Audit Team in place; continue to review existing handbook – <b><u>ongoing project; Phase I, consisting of new chart of accounts for school districts, expected to be ready for the 07-08 school year</u></b>	Target: Phase I Implementation 07-08 School Year	
5. <i>Engage the people of Vermont in a conversation about the quality, cost and governance of our education system, with a focus on student success combined with high standards</i>	Commissioner, Bill T	Disseminate information to taxpayers; Education Funding Information Kit developed and used; Press session explaining Vt. educ. finance system held; DVD produced; Continue to distribute information, including DVD explaining Vt. education finance system  31 public engagement meetings completed; Consultants and DOE staff reviewing results of the meetings and the 300+ surveys received; UVM intern on staff for the summer to assist in gathering additional information about how education governance operates in other states and to do research; write a comprehensive report describing what was heard and learned, and respond to concerns that people raised during the public engagement process._06/19/07 DRAFT for SBE review and discussion  <b>Section 19 of Act 82 of 2007 report delivered to House and Senate Education Committees on 11/30/07.</b>	12/07	